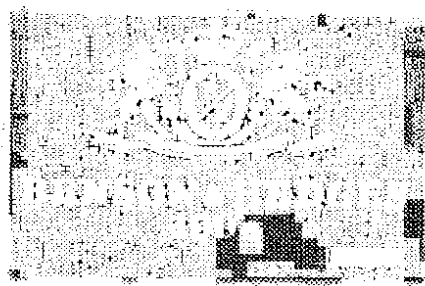
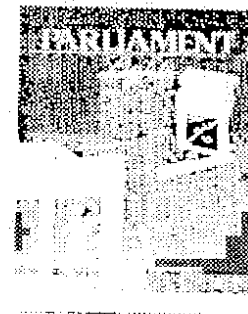


November OPB Plan



Outstanding Premium Brand



2071194556

July 25, 1997

1

November OPB Plan

Agenda

- OPB Share Performance By Section
- September Thru December Promotional Schedule
- May OPB Key Learnings
- Vision of Success
- Penetration Objectives By Market
- DAD Manpower Estimations & Timelines
- FSF Accountabilities

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November OPB Plan

OPB Share Change By Section

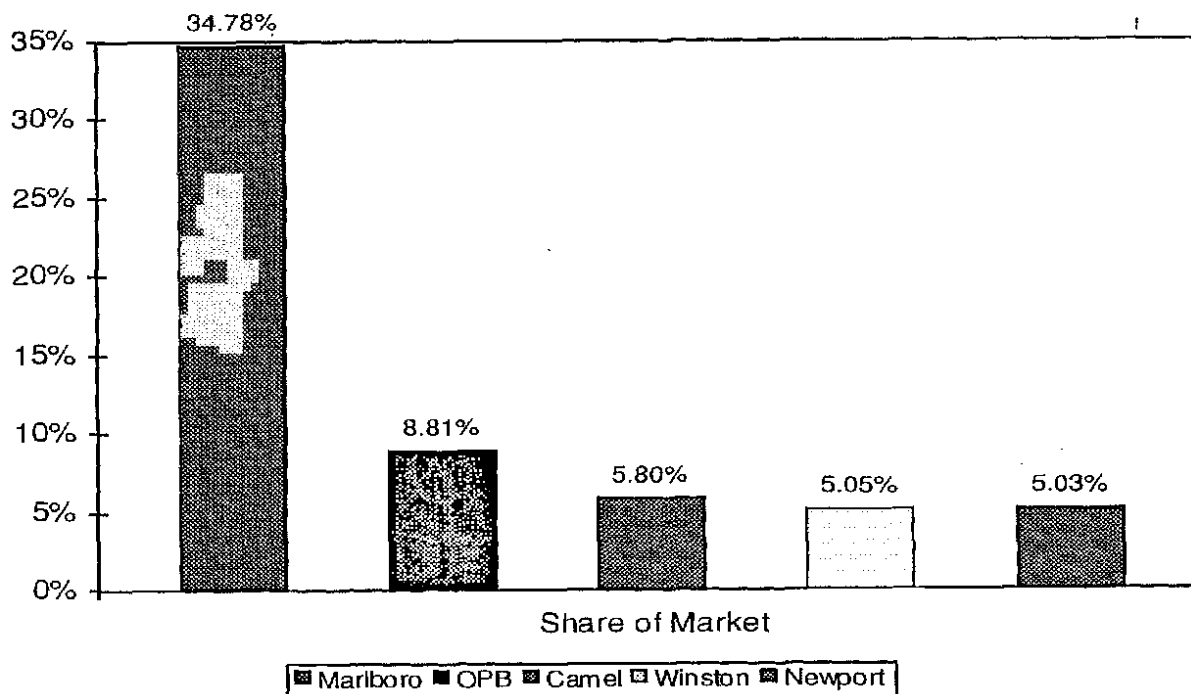
	1997-YTD	1996	Share Change	Implied IC Payout
National	7.45%	7.62%	-0.17%	68%
Region 1	10.38%	10.64%	-0.27%	20%
Section 11	8.87%	9.21%	-0.34%	20%
Section 12	6.65%	6.76%	-0.11%	73%
Section 13	15.95%	16.05%	-0.10%	20%
Section 14	8.26%	8.57%	-0.31%	56%
Region 2	6.73%	6.93%	-0.20%	68%
Section 21	8.40%	8.69%	-0.29%	56%
Section 22	4.73%	4.85%	-0.13%	52%
Section 23	6.19%	6.43%	-0.24%	113%
Section 24	8.30%	8.47%	-0.17%	20%
Region 3	6.92%	7.06%	-0.14%	68%
Section 31	5.23%	5.34%	-0.12%	68%
Section 32	7.20%	7.22%	-0.02%	64%
Section 33	5.67%	5.78%	-0.11%	20%
Section 35	7.99%	8.22%	-0.23%	80%
Section 36	9.50%	9.82%	-0.33%	84%
Region 4	6.24%	6.38%	-0.13%	72%
Section 41	4.96%	5.14%	-0.18%	72%
Section 42	7.57%	7.68%	-0.11%	118%
Section 43	3.91%	4.10%	-0.19%	94%
Section 44	9.79%	9.71%	0.08%	20%
Section 45	7.41%	7.66%	-0.25%	20%
Region 5	8.12%	8.20%	-0.08%	97%
Section 51	5.62%	5.97%	-0.35%	68%
Section 52	6.69%	6.68%	0.01%	68%
Section 53	7.59%	7.72%	-0.13%	180%
Section 54	11.99%	11.79%	0.21%	95%

859611702

Source: Projected Stars 12mm 7/11

November OPB Plan

Top selling Premium Brands



•B & H, Virginia Slims, Merit, and Parliament represent 8.81 share points and combined would be the 2nd largest brand in the Nation. Second only to Marlboro!

Source: Nielsen CYTD 7/25

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November OPB Plan

September & October Promotional Plan

Promotion	June	July	August	September	October	November
Marlboro \$2.00/20¢ Buy Down R/M - R/A			◀ 8/25 - 9/28 ▶			
Virginia Slims B2G1F Select Mkts			◀ 8/25 - 9/28 ▶			
Virginia Slims B1G1/2F Ctn Select Mkts			◀ 8/25 - 9/28 ▶			
Merit B2G1F Select Mkts			◀ 8/25 - 9/28 ▶			
Merit B1G1/2F Ctn Select Mkts			◀ 8/25 - 9/28 ▶			
B&H B2G1F Menthol Detroit/Chicago			◀ 8/25 - 9/28 ▶			
B&H B2G1F Non-Menthol Select Mkts			◀ 8/25 - 9/28 ▶			
B&H B1G1/2F Ctn Detroit/Chicago			◀ 8/25 - 9/28 ▶			
Basic B2G1F Share > 3% All Except Mega			◀ 8/25 - 9/28 ▶			
Basic B1G1/2F Ctn Share > 4.85% All Ctns Exc Mega			◀ 8/25 - 9/28 ▶			
Marlboro B4G1F (Cube) All				◀ 9/29 - 10/26 ▶		
Marl "Blade Runners" Fixture Graphics				◀ 9/29 - 11/23 ▶		
Basic \$2.00 Buy Down RM				◀ 9/29 - 10/26 ▶		
Basic B2G1F NRM				◀ 9/29 - 10/26 ▶		

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November OPB Plan

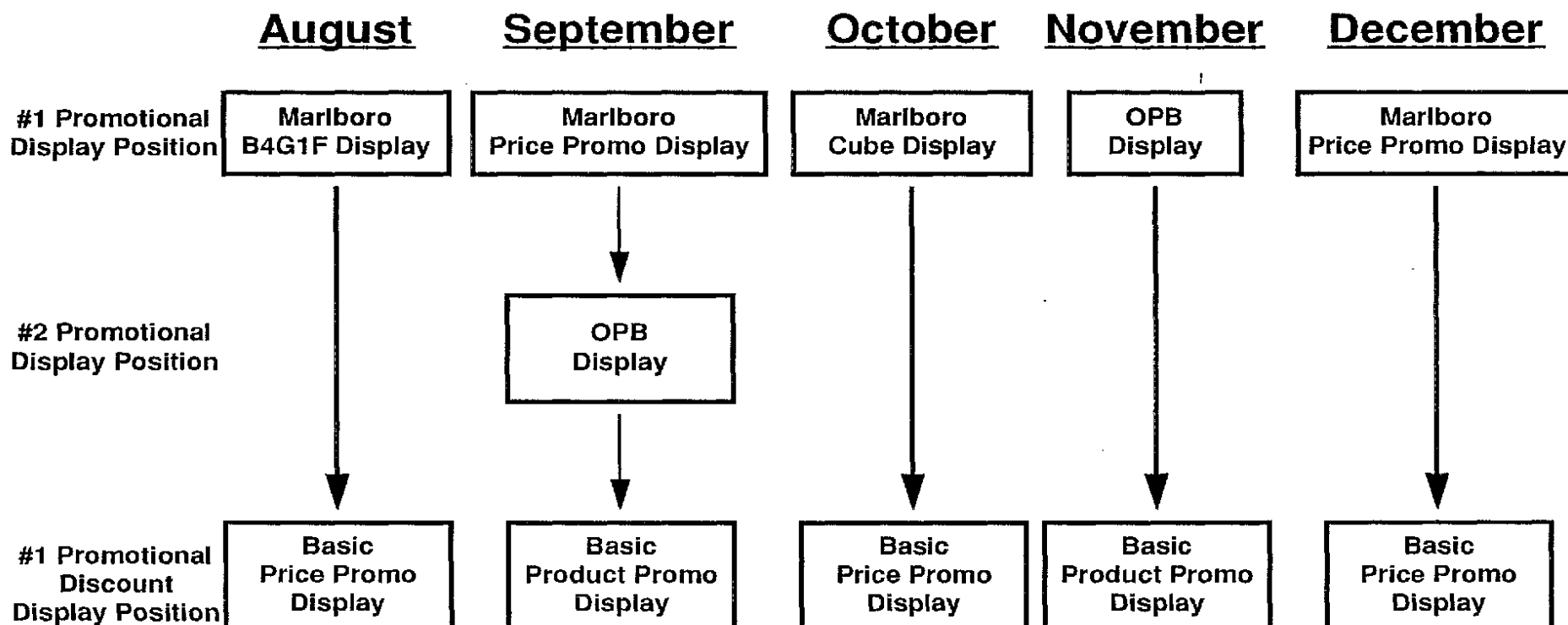
November & December Promotional Plan

Promotion	August	September	October	November	December
Marlboro Men B2G1F Select Mkts			◀10/27 - 11/29▶		
Virginia Slims B2G1F Select Mkts			◀10/27 - 11/29▶		
Virginia Slims B2GF CD Select Mkts			◀10/27 - 11/29▶		
Virginia Slims B1G1/2F Ctn Select Mkts			◀10/27 - 11/29▶		
Merit B2GF "Ice Scraper" Select Mkts			◀10/27 - 11/29▶		
B&H B2G1F Menthol & Non-Men Detroit/Chicago			◀10/27 - 11/29▶		
Parliament B2G1F Select Markets			◀10/27 - 11/29▶		
Basic B8G2F Share > 4.83%			◀10/27 - 11/29▶		
Basic B2G1F Share > 3%			◀10/27 - 11/29▶		
Basic Box B2G1F Share > 2.25% All Except Mega			◀10/27 - 11/29▶		
Cambridge B3G2F			◀10/27 - 11/29▶		
Marlboro \$2.00/20c Buy Down R/M - R/A				◀11/24 - 12/28▶	
Basic \$2.00 Buy Down RM				◀11/24 - 12/28▶	

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November OPB Plan

Promotional Display "Footprints"



1st Priority: #1 Promotional Display Position should be permanently secured on the selling counter. Negotiate with retailer so this position does not change. One promotion (with a display) ends → another replaces it!

2nd Priority: OPB display in the secondary promotional display position in September, and in the primary position in November.

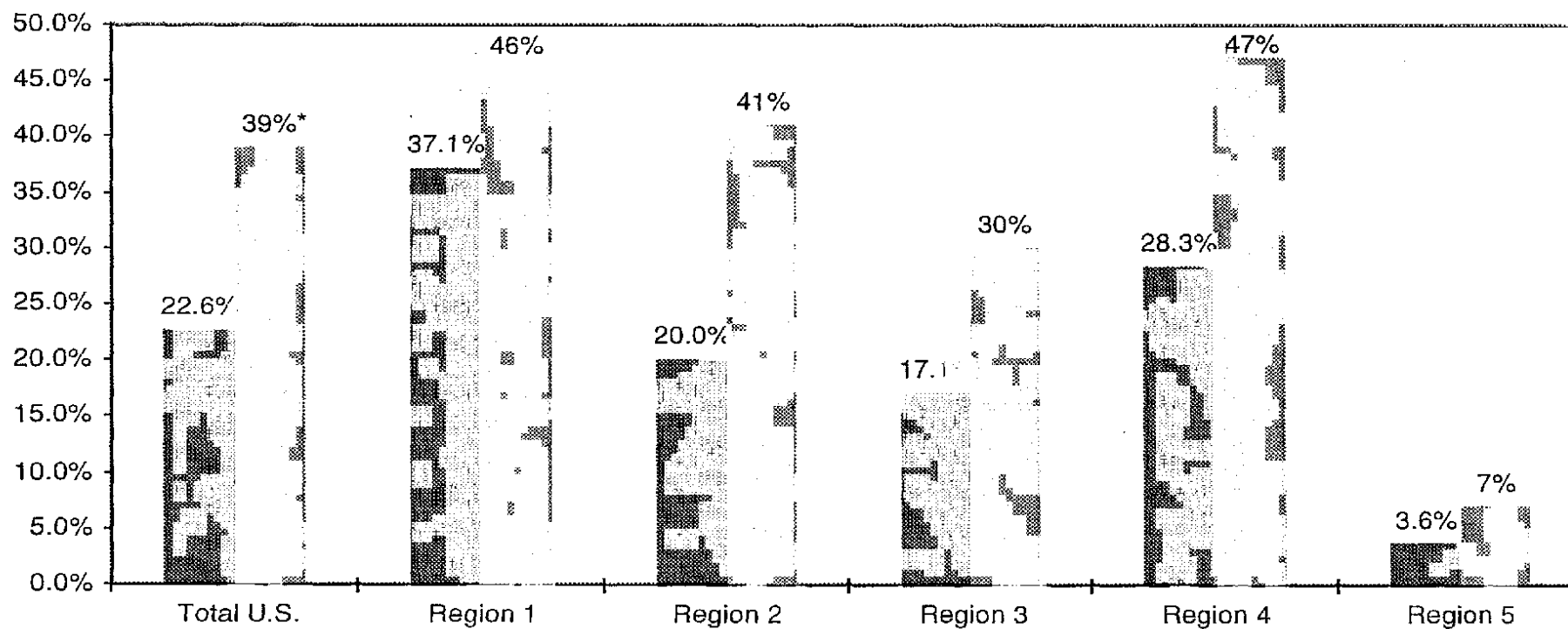
3rd Priority: Basic promotional display always in the leading discount promotional display position.

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November OPB Plan

May OPB - Cumulative Penetration Through Week 5



* Based on the assumption that every store audited with a display was a designated special opportunity store.

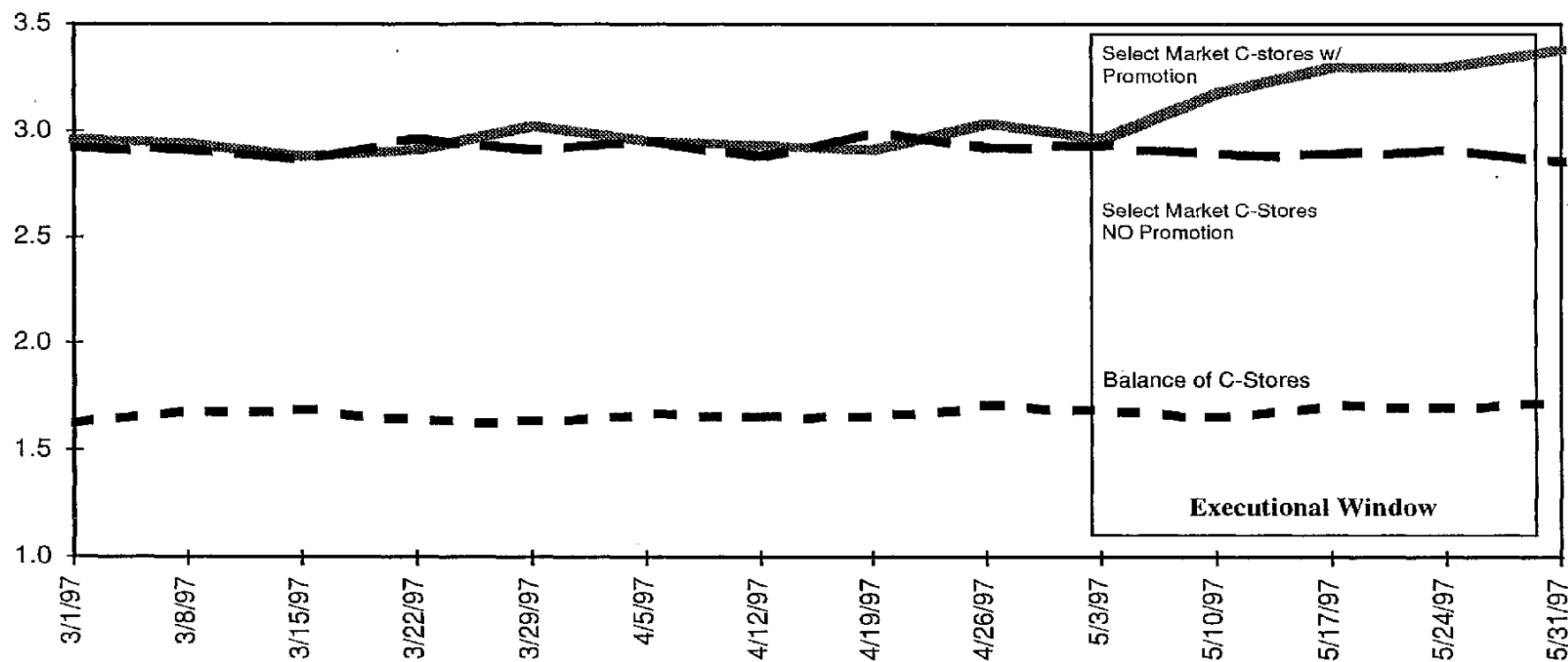
2071194563

■ % of all stores in designated markets
■ % of special opportunity stores in designated markets

Source: Market Decisions

November OPB Plan

VS Buy 2 Pack Get a Free CD Weekly Share - C-Stores

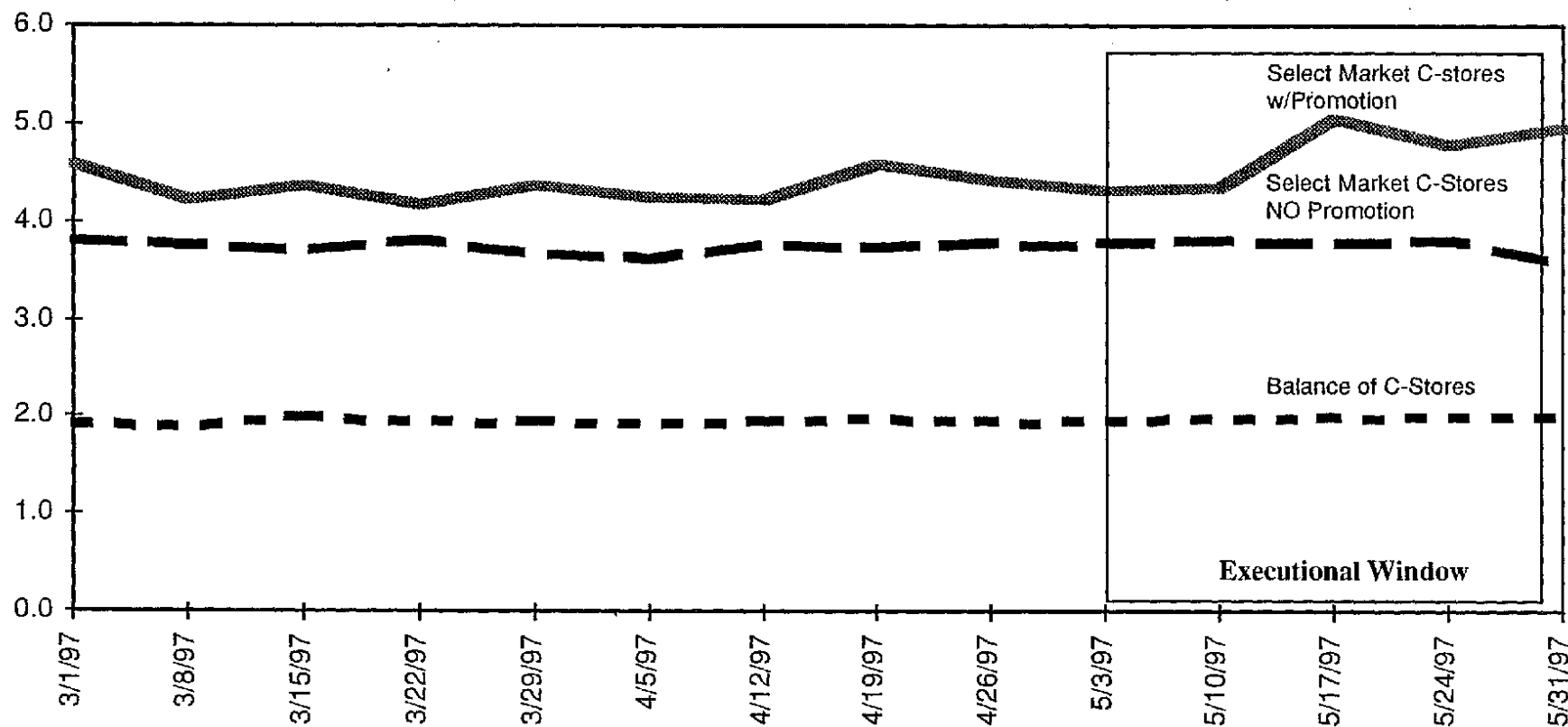


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Source: Nielsen Store Level

November OPB Plan

Merit Buy 2 Pack Get 1 Free Weekly Share - C-Stores



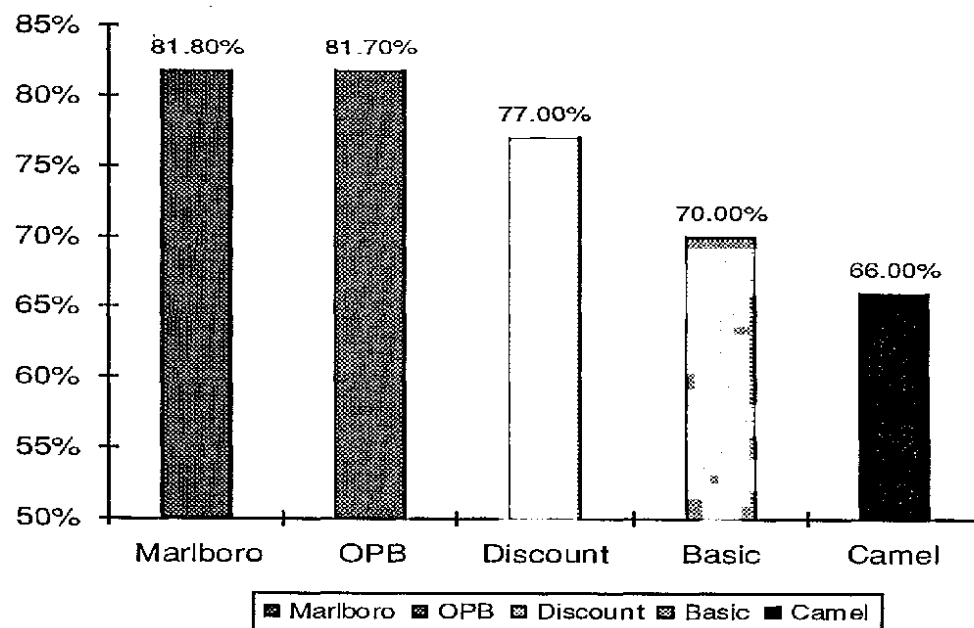
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Source: Nielsen Store Level

10

November OPB Plan

Smoker Loyalty % of Smoker's Who Purchase Only Their Brand



- OPB and Marlboro have the highest number of smokers who will buy only their brand.

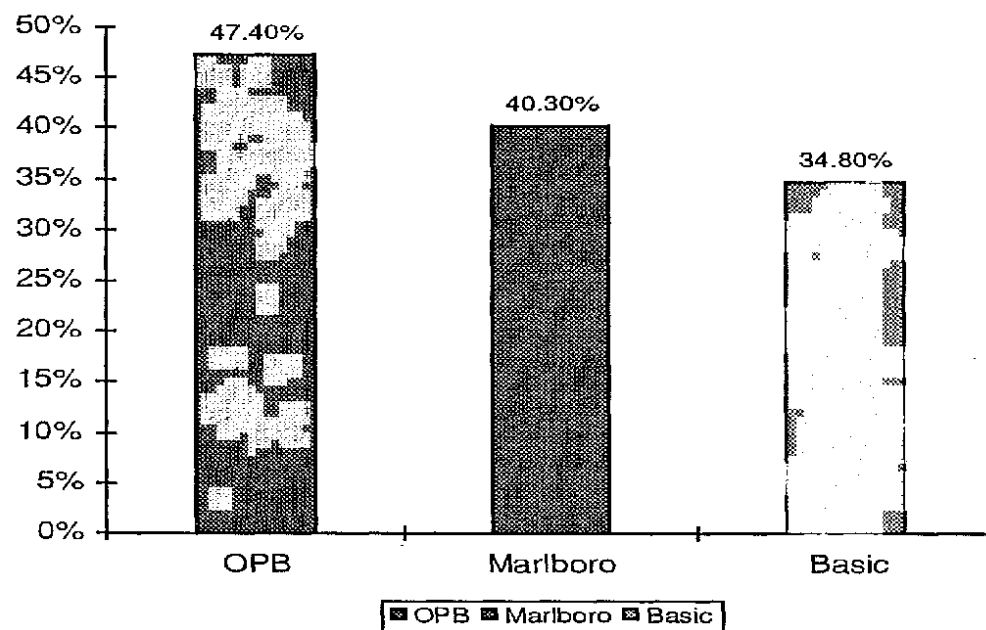
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Source: CTS 12MM 2/97

November OPB Plan

Out-Of-Stocks

% of Smokers Who Will Go to Another Store If Their Brand is OOS



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Source: CTS 12MM 2/97

November OPB Plan

OPB Brand Demographics

	<u>Gender</u>		<u>Median Age</u>	<u>Race</u>		<u>Nielsen A</u>
	<u>Male</u>	<u>Female</u>		<u>White</u>	<u>Other</u>	<u>County Index</u>
B&H	32	68	45	66	33	166
Merit	46	54	43	93	7	123
V. Slims	4	96	40	86	14	114
Parl. K Bx	45	55	31	94	6	211

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Source: CTS 12MM 3/97

November OPB Plan

May OPB Promotional Learnings

- Providing market specific OPB penetration objectives will ensure better planning & execution.
- OPB executional performance was never measured until May.
- Execution of May OPB was somewhat disrupted by late wholesale delivery of April B4G1F.
- Distributors tend to assemble promotions on a first come first serve basis.
 - More planning time offers significant benefits.
- Assembly manpower information helps the FSF plan and gain advanced commitments from distributors.

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November OPB Plan

November Vision of Success

- Management takes a leadership role with November OPB wholesale and retail execution. November OPB plan and FSF Roles & Responsibilities are reviewed with the sales organization.
- All kits are shipped from wholesale to retail NLT Friday, November 7th.
- By November 7th, all stores receiving OPB promotions are implemented with a Display & P.O.S.

November OPB Plan

Penetration Objectives For ADS Selected Stores

• Selection of stores within ADS has been changed to include more stores than allocated kits. Since some accounts selected by ADS may opt not to participate in a promotion, additional stores will provide the FSF a better opportunity to sell all promotions to targeted stores. Therefore, providing us with the opportunity to send promotions to those stores that provide us with the greatest opportunity to grow volume and share.

Promotion	ADS Target
B&H B2G1F Men	71%
B&H B2G1F NonMen	43%
Parliament B2G1F	70%
Merit B2GFScraper	88%
VS B1G1/2F	97%
VS B2G1F	85%
VS B2GFCD	74%

• ADS targets represent the percentage of kits produced for stores selected by ADS. For example, each Section can expect 70 Parliament B2G1F kits for every 100 stores selected by ADS.

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November OPB Plan

Region 1: OPB Penetration Objectives By Market

	B&H B2G1F Men		B&H B2G1F NonMen		Parliament B2G1F		Merit B2GScrapper		VS B1G1/2F		VS B2G1F		VS B2GCD	
	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits
National	17%	14941	20%	5704	38%	22600	40%	34320	5%	6589	35%	22439	25%	14880
Region 1	3%	855			41%	18568	37%	16828	3%	767			21%	5281
Bangor (1AO)					4%	82	38%	725						
Boston (1BO)					45%	2497	44%	2415						
Hartford (1CO)					39%	923	56%	1328						
Rhode Island (1DO)					42%	586	56%	781						
Albany (1EO)					21%	441	55%	1162						
Syracuse (1FO)					26%	440	41%	703						
Buffalo (1GO)					21%	465	45%	979						
New York (1HO)	3%	691			52%	10271	30%	5913	2%	463			20%	3967
Philadelphia (1IO)	3%	164			47%	2569	38%	2082	6%	304			24%	1314
Harrisburg (1JO)					11%	294	28%	740						

- Penetration objectives have been determined by forecasting kit allocations (via ADS) against the total number of stores within a market.
- Penetration objectives are subject to change based on National Accounts participation and final allocations.

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November OPB Plan

Region 2: OPB Penetration Objectives By Market

	B&H B2G1F Men		B&H B2G1F NonMen		Parliament B2G1F		Merit B2GScraper		VS B1G1/2F		VS B2G1F		VS B2GCD	
	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits
National	17%	14941	20%	5704	38%	22600	40%	34320	5%	6589	35%	22439	25%	14880
Region 2	14%	2994	23%	1274	28%	4032	40%	4100	6%	2940	33%	11884	27%	3244
Baltimore (2AO)							41%	954	4%	103	36%	843		
Washington (2BO)	20%	697					40%	1421	9%	306	39%	1367		
Richmond (2CO)							40%	1726	9%	387			25%	1052
Raleigh/Durham (2DO)									5%	140	19%	508		
Charlotte (2EO)									6%	238	19%	716		
Columbia (2FO)									6%	163	38%	1094		
Greenville (2GO)									7%	137	26%	508		
Knoxville (2HO)									6%	185	25%	788		
Nashville (2IO)									8%	192	36%	839		
Atlanta (2JO)	17%	721							9%	405			35%	1534
Birmingham (2KO)	11%	358							8%	237	43%	1361		
Savannah (2LO)	15%	282							6%	120	40%	777		
Jacksonville (2MO)	15%	405			23%	619			2%	64	43%	1173		
Pensacola (2NO)	8%	231			29%	798			6%	168	41%	1140		
Orlando (2OO)			18%	634	32%	1093			1%	35	22%	772		
Tampa (2PO)	9%	298			37%	1268			2%	58			19%	657
Miami (2QO)			30%	641	12%	254								

- Penetration objectives have been determined by forecasting kit allocations (via ADS) against the total number of stores within a market.
- Penetration objectives are subject to change based on National Accounts participation and final allocations.

November OPB Plan

Region 3: OPB Penetration Objectives By Market

	B&H B2G1F Men		B&H B2G1F NonMen		Parliament B2G1F		Merit B2GScraper		VS B1G1/2F		VS B2G1F		VS B2GCD	
	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits
National	17%	14941	20%	5704	38%	22600	40%	34320	5%	6589	35%	22439	25%	14880
Region 3	18%	3391	19%	460			36%	1905	7%	1599	38%	7215	30%	1951
St. Louis (3AO)	10%	210							7%	146	35%	722		
Springfield (3BO)														
Paducah (3CO)														
Memphis (3DO)									10%	226			29%	630
Jackson (3EO)	9%	171							8%	146	43%	809		
Little Rock (3FO)	9%	198							8%	181	38%	851		
New Orleans (3GO)	19%	383							12%	248	48%	974		
Lake Charles (3HO)	10%	70							13%	85	40%	271		
Des Moines (3IO)							40%	704						
Omaha (3JO)							29%	489						
Kansas City (3KO)							38%	713						
Tulsa (3LO)														
Oklahoma City (3MO)									3%	85	20%	539		
Dallas.Ft. Worth (3NO)	21%	924							8%	375	47%	2072		
Midland (3OO)									5%	74	22%	313		
Albuquerque (3PO)														
Houston (3QO)	27%	1159											31%	1321
Waco/Temple (3RO)	15%	276							2%	33	37%	665		
San Antonio (3SO)			19%	460										

- Penetration objectives have been determined by forecasting kit allocations (via ADS) against the total number of stores within a market.
- Penetration objectives are subject to change based on National Accounts participation and final allocations.

November OPB Plan

Region 4: OPB Penetration Objectives By Market

	B&H B2G1F Men		B&H B2G1F NonMen		Parliament B2G1F		Merit B2GScraper		VS B1G1/2F		VS B2G1F		VS B2GCD	
	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits
National	17%	14941	20%	5704	38%	22600	40%	34320	5%	6589	35%	22439	25%	14880
Region 4	20%	1666					49%	7674	6%	820	38%	3205	40%	1890
Pittsburgh (4AO)									8%	211	30%	806		
Cleveland (4BO)														
Columbus (4CO)														
Cincinnati (4DO)														
Saginaw (4EO)							36%	762						
Detroit (4FO)	7%	261							5%	188	51%	1854		
Grand Rapids (4GO)							52%	1077						
Toledo (4HO)														
Indianapolis (4IO)														
Louisville (4JO)														
Lexington (4KO)														
Chicago (4LO)	30%	1405					47%	2213	7%	325			40%	1890
Peoria (4MO)									5%	97	27%	545		
Green Bay (4NO)							55%	656						
Minneapolis (4OO)							57%	1585						
Sioux Falls (4PO)							35%	411						
Milwaukee (4QO)							56%	969						

- Penetration objectives have been determined by forecasting kit allocations (via ADS) against the total number of stores within a market.
- Penetration objectives are subject to change based on National Accounts participation and final allocations.

November OPB Plan

Region 5: OPB Penetration Objectives By Market

	B&H B2G1F Men		B&H B2G1F NonMen		Parliament B2G1F		Merit B2GScraper		VS B1G1/2F		VS B2G1F		VS B2GCD	
	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits	Mkt % Obj.	Proj # of Kits
National	17%	14941	20%	5704	38%	22600	40%	34320	5%	6589	35%	22439	25%	14880
Region 5	43%	6034	20%	3970			38%	3813	4%	463	19%	135	22%	2515
Alaska (5AO)							14%	50						
Spokane (5BO)							36%	865						
Seattle (5CO)							43%	1075						
Portland (5DO)														
Denver (5EO)							36%	1068						
Salt Lake (5FO)			16%	288			41%	754						
Phoenix (5GO)			8%	208										
Sacramento (5HO)			7%	181										
San Francisco (5IO)	41%	1785		0										
Fresno (5JO)			5%	75										
Hawaii (5KO)	14%	103							4%	29	19%	135		
Los Angeles (5LO)	46%	4147	29%	2574					3%	313			25%	2202
San Diego (5MO)			24%	644					4%	121			12%	313

- Penetration objectives have been determined by forecasting kit allocations (via ADS) against the total number of stores within a market.
- Penetration objectives are subject to change based on National Accounts participation and final allocations.

November OPB Plan

OPB Assembly Time Per Kit

	Minutes Per Kit	# Kits/Hour	Payment Per Kit
B&H B2G1F	8	7.5	\$4.00
V. Slims B2G1F	3.4	17.6	\$2.00
V. Slims B2GCD	4.3	13.9	\$3.00
V. Slims B1G1/2F	8.7	6.9	\$6.00
Parl B2G1F	6.9	8.7	\$3.00
Merit B2GScraper	5.5	10.9	\$3.00

- Assembly times were calculated through a series of tests conducted from 12/96 to 2/97 with small, medium, & large wholesalers.

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November OPB Plan

Timelines

November NPP Key Date Summary

<u>Date</u>	<u>Activity</u>
6/23	•Promotional Summary Due to FSF
7/11	•Chain Promotion Detail (CPD) Due From NA
7/30	•SOM's Receive Allocation Packages From TMP's
7/30	•Key Account Worksheets Due Back to SOM's
8/5	•SOM's Send Worksheets to FSF
8/28	•FSF Worksheets Due Back to SOM's
9/10	•Post SWAP Allocations Are Finalized
9/15	•SOM's Order Product
9/16	•SOM's Send Ship Lists to Wholesale AM's
9/16	•SOM's Begin Placing Kit Orders With PMX
10/6	•First Delivery Date of Product/Kits to Wholesale
10/20	•Wholesale Delivery to Retail Commences
11/7	•Wholesale Delivery to Retail Concludes

Product & Material Order Windows

<u>Event</u>	<u>November</u> <u>OPB</u>
Product Order Period	8/28/97 thru 10/10/97
Product Delivery Period	9/22/97 thru 10/31/97
Order Kits For Distributors	8/04/97 thru 10/10/97
Kit Delivery To Distributors	9/22/97 thru 10/31/97
Order Kits For Retailers	8/04/97 thru 10/24/97
Kit Delivery To Retailers	10/20/97 thru 11/07/97
Distributor Delivery Of Assembled Kits To Retailers	10/20/97 thru 11/07/97

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November OPB Plan

N.P.P. Check-In Schedule July 21 - October 15 Key Weeks				
Promotion Month Who Checks With Whom	September*	October	November	December
VPRS with TM --Allocations	August 4	----	July 28	August 25
VPRS with SSDs --Chain/Whsle Sell-In	July 28	July 21	September 8	October 13
SSDs with SOMs --Allocations	August 11	—	August 11	September 8
SSDs with DMs --Chain/Whsle Sell-In	August 11	—	July 28	August 18
SSDs with DMs --Independent Sell-In	August 18	August 18	September 15	October 15
SSDs with SOMs --Orders	August 18	July 21	September 22	October 15
All with Retailers --Execution	August 25	September 29	October 27	November 24

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November OPB Plan

August UM Meeting Agenda (8/8/97)

- State of the Business Review
 - Unit Progress vs. Goals
 - Review Progress With August Promotional Execution
- Plan September Promotional Execution
 - Establish Coverage Objectives
 - Establish Display Objectives
 - Establish UM/TSM Work With Schedule
- Plan November OPB Selling
 - Discuss Rationale & Objectives For Promotions
 - Establish Coverage Objectives
 - Establish Display Penetration Objectives
 - Establish UM/TSM Work With Schedule
- Role Play
 - Role Play Execution of November OPB promotions.
 - Focus on Display and P.O.S. Placement

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November OPB Plan

Monthly 2 Way Game Plan:

NAME: Sally Jones

TERR .# 123456

PM Share of Territory (STARS):

Run Date: 7:14:57

Merchandising Key*

RM Stores:

Contract and MPL

NRM Stores:

M-Marlboro Display

B-Basic Display

Month: November

Month: January

Monthly

Monthly

Executive Priorities

Self in Priorities

Goals	8	0	11	6	2	5	8		
Activities	V. Slime B2GF CD	V. Slime Buy 1 Cln G 5 Pks Free	B & H B2G1F Menthol	Basic B2G1F	Basic B8G2F	Marl Men B2G1F	Remaining 97 FLEX FUND		
	X			X			X		
	X								
	X					X			
			X				X		
			X						
			X				X		
	X				X	X			
			X				X		
			X			X			
	X			X			X		
					X				
	X			X			X		
			X						
			X						
						X	X		
	X			X					
			X						
			X						
				X			X		
			X						
			X						
				X					
	8	0	11	5	2	5	8		

All Shaded areas will be automated

2071194581

- November 2-Way Game Plan

November OPB Plan

How Do We Measure our Success?

- STARS Indicating OPB Share & Volume Performance
- Full Line Research Audits To Measure Level of Execution
- FSF Field Inspection Plans To Be Conducted the Week of November 3rd.
- Two Way Planning to Plan Execution and Measure Results

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November OPB Plan

What Are The Risks Of Not Executing The Plan?

- Projected S.O.M. & Volume objectives will not be realized.
- Our ability to capture maximum IC will be compromised.
- Late execution of November OPB promotions will interfere and inhibit a successful December promotional cycle.

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November OPB Plan

NOVEMBER OPB FSF ACCOUNTABILITIES

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DM Accountabilities - Step by Step

<u>Date</u>	<u>Activity</u>
July	<ul style="list-style-type: none">• DM reviews November's Promotional Summaries and develops District objectives with SSD• At District Management meeting DM provides rationale and objective for November promotions.
August	<ul style="list-style-type: none">• DM will attend Unit Meeting(s) and offer support & feedback to UM/TSM's regarding the planning of November selling.• DM participates in KA sell in of November promotions.
10/27-11/23	<ul style="list-style-type: none">• District management team conducts field inspection plan.
11/25	<ul style="list-style-type: none">• At conclusion of call coverage, DM evaluates executional performance of November promotions.
11/28	<ul style="list-style-type: none">• DM informs SSD/SOM of results vs objectives
11/28-12/12	<ul style="list-style-type: none">• DM conducts debrief at next District management meeting, discusses what worked/improvements needed and celebrates success!

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SAM Accountabilities - Step by Step

<u>Date</u>	<u>Activity</u>
July	<ul style="list-style-type: none">• SAM sells-in promotion to wholesaler. Projects manpower needs, staging issues, confirms ship dates to retail with projected quantities, and expected arrival date of product/displays.
9/15	<ul style="list-style-type: none">• SAM secures purchase order numbers for product and displays if needed.• SAM confirms orders are placed through SOM for a specific date of arrival at wholesaler
9/19	<ul style="list-style-type: none">• SAM reviews retail account list with wholesaler, re-confirms manpower needs, staging issues, ship dates to retail with final quantities, and final arrival date of product/displays
9/22-	<ul style="list-style-type: none">• SAM confirms wholesaler received allocated product on date of arrival.• SAM confirms wholesaler receives displays/materials for assembly on date of arrival from PMX (if applicable).
Wkly	<p>SAM visits wholesaler to validate retail shipments per schedule. PHYSICALLY WALKS THE WAREHOUSE.</p> <ul style="list-style-type: none">• SAM monitors shipments of promotion to retail on a weekly basis & keeps FSF informed of changes via VMX.• SAM walks the market to determine wholesale shipment to retail accounts.• SAM monitors residuals at wholesale by retail & has strategy to ship to alternate customers & informs respective SAM/UM/TSMs.• SAM communicates to the field those accounts which refused promotions at retail.
10/1	<ul style="list-style-type: none">• SAM provides feedback on displays, materials, and logistic issues to TMP

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UM Accountabilities - Step by Step

<u>Date</u>	<u>Activity</u>
August	<ul style="list-style-type: none">• November Allocations to TSM's on August 5. UM's should review and plan November OPB Sell-In with TSM's at Unit Meeting.• UM's work with each TSM in Opportunity Stores between August 6 - 19th selling in November promotions.
October	<ul style="list-style-type: none">• UM holds monthly two-way planning meeting for November Execution and January sell-in.• UM works with TSM's from October 27- November 7 providing a leadership role and training against promotion execution.
November	<ul style="list-style-type: none">• UM conducts debrief at next Two-Way planning meeting, discussing what is working/improvements needed and celebrate success!• UM rolls-up objectives for promotional penetration and display penetration by TSM and sends to DM-- using the Two Way Plan process/tool.

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TSM Accountabilities -- Selling

<u>Date</u>	<u>Activity</u>
August	<ul style="list-style-type: none">• TSM's establish penetration objectives and coverage plan for November promotions.• TSM's plan sell- in using Two Way Planner
October	<ul style="list-style-type: none">• TSM attends monthly two-way planning meeting for November execution.• TSM plans execution coverage for November promotions using Two-Way Plan.• Reinforce November OPB promotions during call coverage• Sells-in January promotions
November	<ul style="list-style-type: none">• TSM implements November promotions at retail• If TSM sold promotion to retail, but retailer did not receive promotion, TSM contacts appropriate Account Manager to determine next steps!• Confirms/places display "footprint" at retail - records in Two-Way plan. Focus on improving display location.• TSM records actual number of accounts that accepted promotion and display using Two-Way Planner.• TSM's review progress versus objectives and shares best practices at December Unit Meeting.

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